



Saskatchewan
Tourism and
Small Business

Annual Report 1985-86

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Minister's Transmittal

To the Honourable F. W. Johnson
Lieutenant Governor of the
Province of Saskatchewan

Sir:

I have the honour to submit the 1985-86 Annual Report of the Department of Tourism and Small Business.

The fiscal year under review was an active one for a department that is increasingly recognized as one of the government's lead economic agencies. Business development programs introduced in the previous two years continued to be popular, and new programs were brought on-stream to meet the needs of the province's business community and tourism industry.

Tourism enjoyed a high profile in 1985-86, thanks to aggressive marketing and development and a growing awareness by the general public of just how important tourism is to the economy and how they as residents personally benefit from tourist dollars. A substantial increase in inquiries was reflected in a busy summer tourism season, with thousands of residents and visitors participating in special Saskatchewan Heritage Year events.

Government marketing efforts included sales missions and travel trade promotions with the private sector in major North American markets, increased television and magazine advertising, and an upgraded set of colourful, informative travel publications. The department undertook co-operative advertising campaigns with private tourism operators and co-ordinated special promotions aimed at travellers heading to Expo 86.

Sunspirit Saskatchewan, the first provincial tourism film in more than a decade, was completed during the year. Winner of several film awards, *Sunspirit* won acclaim as well from provincial audiences for its depiction of Saskatchewan as "the name you'll always remember, the vacation you'll never forget". The film is being used out-of-province in support of tourism marketing activities.

During the year, program details of the \$30 million Canada-Saskatchewan Sub-Agreement on Tourism were announced and the first applications for assistance approved. Over \$6 million was committed to new private and public sector tourism projects. Both the tourism plant and the tourism industry will benefit greatly during the five-year life of the agreement.

A milestone in the tourism industry occurred during the year under review. After consulting widely the Minister's Task Force on Tourism concluded that a central organization representing the tourism industry was long overdue. Industry delegates at a tourism conference in Regina agreed with the task force's recommendation and a steering committee was struck to oversee the development of an association to speak on behalf of all private sector tourism operators.



Staff on the small business side of the portfolio had an equally challenging and rewarding year. Business programs were well subscribed and the department's efforts to provide a combination of solid information, professional advice and meaningful incentives met with widespread support from businessmen and women.

That support was evident in a "tour" my predecessor, Paul Schoenhals, took of Saskatchewan's business community in February and March. Meetings were arranged in approximately 30 towns and cities and the local business people, chamber of commerce officials and civic leaders attending expressed general satisfaction with the department's business initiatives. They also expressed concerns on such wide-ranging topics as business taxes, regulatory reform and accessibility to government business services in rural areas. The department and government are taking action on those concerns.

The Venture Capital Program, introduced in the previous fiscal year, captured headlines in 1985-86, as more and more residents began directing monies previously held in savings accounts into equity investments in Saskatchewan small businesses. Forty-six venture capital corporations (VCCs) were registered during the year, with a total capitalization of \$32.5 million.

The year saw the introduction of a major initiative to protect small businesses from the threat of rising interest rates. The Small Business Interest Reduction Program helped write down interest rates on business loans to as low as 9 $\frac{5}{8}$ per cent. Nearly 5,600 businesses took advantage of this program of interest rate stability.

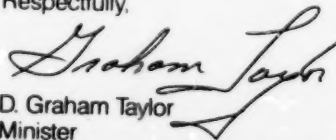
Existing programs also had successful years. Nearly 700 businesses in 33 communities took part in the Management Assistance Program. The Saskatchewan MADE logo identified the products and services of 240 more companies. And hundreds of volunteer developers were active in attracting businesses and professional services to the 53 towns on the Community Economic Development Program.

The department's Business Resource Centres continued to attract client traffic as a result of their storefront locations and comprehensive, up-to-date business information. Business inquiries to the department rose from 7,000 in the year before the centres were established to 25,000 in the 1985-86 fiscal year.

In June of the year under review the department co-sponsored a highly successful Women and Business Conference in Regina. The 325 participants attended sessions on a variety of business and career topics. Statistics have shown that women now start businesses at a rate higher than that of men, and our government is committed to doing all it can to assist these new entrepreneurs.

In summary, sir, 1985-86 was for the Department of Tourism and Small Business a year of consolidation and change, a year of program enhancement and new initiatives. Department staff are to be commended for their dedication to department objectives and for their part in making our government's Partnership for Progress a reality.

Respectfully,



D. Graham Taylor
Minister

Saskatchewan Tourism and Small Business

Deputy Minister's Transmittal

To: the Honourable D. Graham Taylor
Minister of Tourism and Small Business

Sir:

I am pleased to submit the annual report of the Department of Tourism and Small Business for the year ending March 31, 1986.

This year's annual report is organized differently from the reports of previous years. Instead of branch-by-branch summaries the report is structured according to the needs of the various individuals, groups, businesses and associations which are served by the department. We hope this organization along program, service and major topic lines will enhance the usefulness of the annual report and make it easier to access the information.

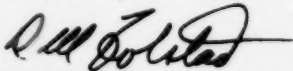
An annual report is, however, more than a summary of programs and services. It is a record of commitment, a record of a team of people dedicated to the economic development of this province. For the staff of the Department of Tourism and Small Business a "passion for excellence" is more than a popular catchphrase. It's a reality.

I'm particularly proud of the work of TEAM — The Employees' Advisory Members — during the year under review. A cross-section of department employees, the TEAM committee lived up to its name in co-operating on a series of projects designed to improve the quality of the workplace.

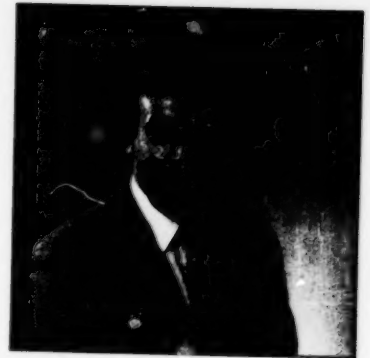
The co-operative spirit displayed by committee members and, indeed, by all employees extended to their work with the client groups of the department. Developing Saskatchewan's small business community involves, in many cases, a partnership — a partnership between the businessmen and women who are the driving force in our economy, and those of us in government who serve as catalysts for economic growth.

The Department of Tourism and Small Business is blessed with a staff of such catalysts. We had a most productive and rewarding year.

Respectfully submitted,



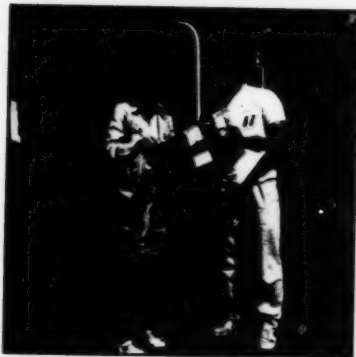
Dale Folstad
Deputy Minister



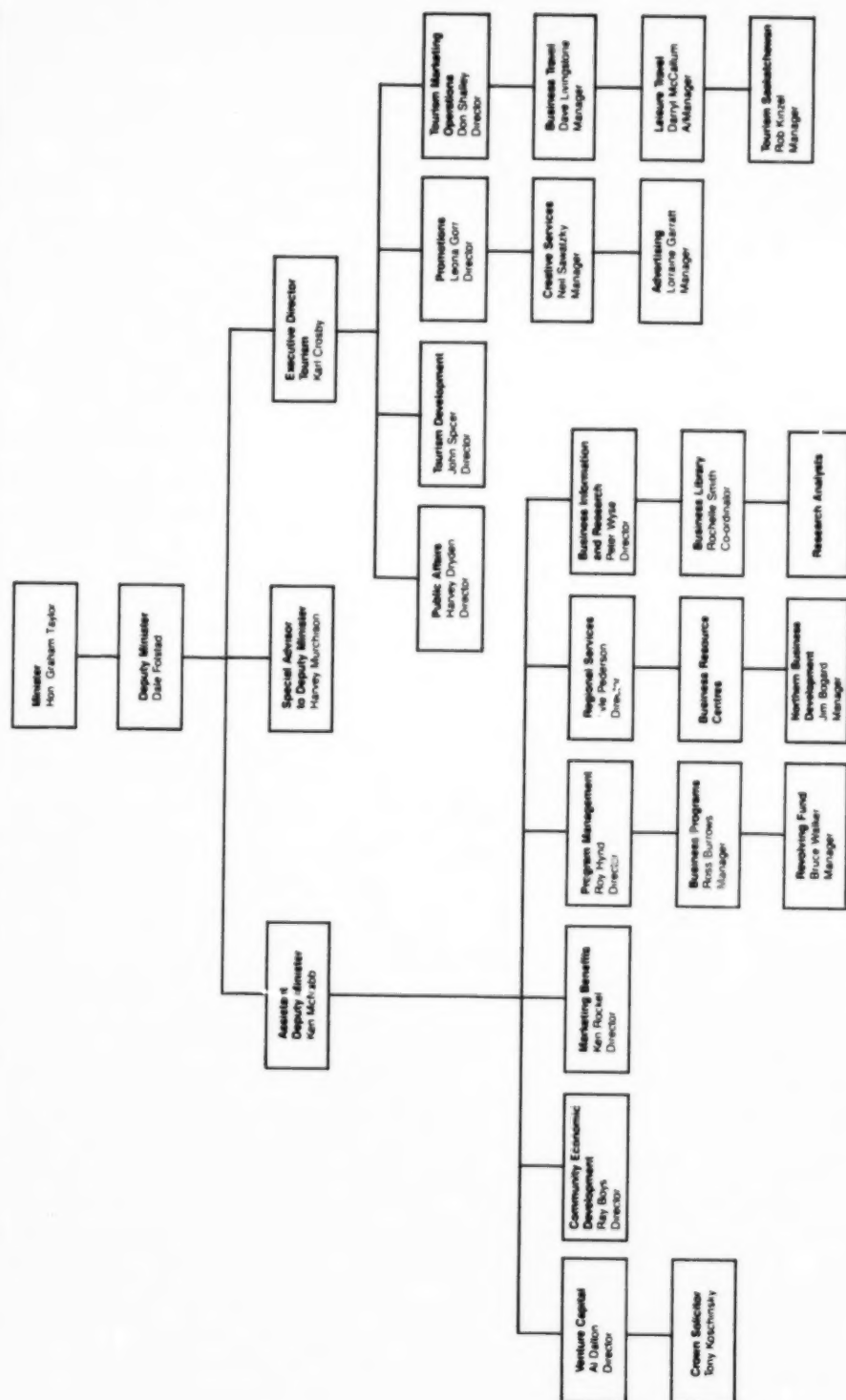
Saskatchewan Tourism and Small Business Mandate

The department's mandate is:

1. To encourage and support the stability and growth of the private sector in Saskatchewan;
2. To enhance the growth of the tourism industry in Saskatchewan and strengthen the economic impact of travel activity, and
3. To ensure that a mechanism is available for the needs and interests of tourism and small business to be communicated to the provincial government and that policies and programs are clearly communicated to the business community.



Department Organization 1985-86



Small Business

Introduction

There are approximately 57,600 business proprietors and corporations in Saskatchewan. People employed by business or people in business who are self-employed total nearly 273,000.

Most businesses are small; 97 per cent of employing businesses have 49 employees or less. These small businesses account for approximately 50 per cent of those employed in the commercial sector.

The vast majority of Saskatchewan businesses are in the non-goods producing sectors (construction, transportation, communications, utilities, trade, finance, insurance, real estate and services). Collectively, these sectors account for 95 per cent of all business.

Sales in small business (\$2 million or less in sales) were approximately \$5 billion in 1981.

New business starts have been important to Saskatchewan. Over 44 per cent of the 1984 jobs in the province came from businesses that did not exist in 1976.

Small Business Objectives

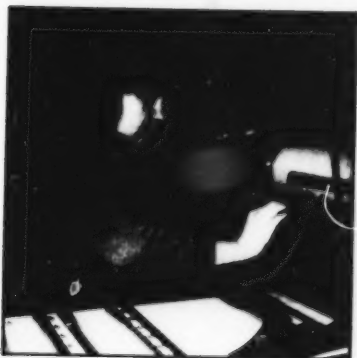
The department has seven objectives for the provision of effective development and support to small business and for the advocacy role it assumes in government on behalf of business.

Those objectives are:

1. To ensure that concerns of small business are identified and acted upon by the government;
2. To provide research data and information pertinent to small business development;
3. To ensure that small businesses have access to management expertise and

other resources required to maximize their potential;

4. To contribute to the creation of a favourable environment which will ensure the maintenance, growth and diversification of business in small communities;
5. To ensure that local firms have equal opportunities to participate in the business of the province;
6. To increase sales of Saskatchewan goods and services within the province with emphasis on the public sector market, markets related to major projects and consumer markets currently provided through imports;
7. To support economic development at the community level.



Programs and Services for New and Expanding Business

Venture Capital Program

The Venture Capital Program is intended to stimulate the growth of the province's small business sector. It provides provincial tax incentives to both individuals and corporations who are willing to invest in new or expanding Saskatchewan small businesses. During the year, 46 new Venture Capital Corporations (VCCs) were registered under the program representing a total capitalization of \$32.5 million. During 1985/86, \$21 million was invested in eligible small businesses.

Under the program, an eligible small business is engaged primarily in manufacturing and processing, tourism, research and development, and prescribed agricultural and livestock activities. In centres under 20,000 residents, any business activity which is approved by the minister is eligible.

Since the program's inception in July, 1984, 52 VCC's have been registered with a total capitalization of \$33.7 million, of which \$21.6 million has already been invested in eligible small businesses.

Investment in registered VCCs has entitled investors to approximately \$8.5 million in tax credits and \$1.26 million in grants. Certain eligible investors (such as Saskatchewan pension plans) who are exempt from paying income tax, received tax grants equal to 30 per cent of their VCC investments.

Opportunities available through the VCC program were promoted by a direct mail campaign. Two printed promotional pieces were sent to people who are investors or who can identify good business investment opportunities. The mailouts generated a great deal of interest in VCCs and resulted in numerous requests for information and/or assistance.

In addition, information meetings about the program were held at various locations throughout the province.

Northern Opportunities

The department assists northerners to identify and establish viable economic development opportunities and strategies that help expand and diversify the northern economy, while remaining sensitive to northern lifestyles and cycles.

Opportunity identification and greater local participation are stressed, and are accomplished primarily through assistance to entrepreneurs in proposal development, project implementation and ongoing management support.

Northern Research and Development

During the year, the department continued to investigate opportunities for the commercial development of wild mushroom, berry and crayfish harvesting and processing operations. The marketing and promoting of wild rice products along with assistance to producers was also continued during the year.

The department participated in three northern lodge feasibility studies, and in research into commercial use of herbs, cattails and other plants. Assistance to junior gold developers was also continued.

Northern Revolving Loan Fund

The Northern Revolving Loan Fund is a mechanism established to provide commercial loans to residents of the Northern Administration District. The statutory limit of the fund is \$10 million, of which \$4.66 million was available to lend during the fiscal year.

Activity during the year involved the receipt of 182 proposals of which 57 fishing and trapping and 32 commercial loans were approved. The net amount of loans approved was \$4.21 million and employment created and maintained amounted to 520 person-years. Loan approvals during the year represented a record all-time high for the fund.

Since the program's inception in 1974, a total of 2,010 loan financing proposals have been approved, providing \$26.8 million in loans for northern economic

1 Venture Capital: Foam Lake

2 Venture Capital: Sci-Tec

3 Northern Business Development: Wild Rice



development. As a result of an intensive collections policy implemented during the year, cumulative revenue figures grew to \$2.76 million, nearly double the figure for the previous year.

Northern Economic Development Subsidiary Agreement

The Northern Economic Development Subsidiary Agreement is a joint federal-provincial program to enhance economic development and increase employment opportunities in the area of northern Saskatchewan lying generally north of the agriculturally developed zone. The five-year agreement runs until March 31, 1989.

The department is one of several provincial participants in the program and provides guidance to it through the appointment of the assistant deputy minister to the Agreement Management Committee. The program is also supported financially through the provision of grants for the establishment of small businesses.

During the year under review, 105 northern businesses received various forms of assistance under the Agreement for business establishment, expansion and employment creation. Eligible contributions to the Agreement by the department totalled \$526,000.

Special ARDA Program

Special ARDA (Agricultural Rural Development Agreement) is a joint federal-provincial program to provide financial assistance, management advice, training, counselling and other services to projects which will develop jobs, increase incomes and improve living conditions for Indian and Metis people in rural Saskatchewan.

One of several provincial participants, the department is responsible for program delivery in the area of commercial undertakings. This includes the proposal development, implementation and administration of projects demonstrating commercial viability.

The current special ARDA agreement

expires March 31, 1987 and negotiations for extending the agreement with the federal government are underway.

Business Resource Centres

Three Business Resource Centres (BRCs) were established during the year at Creighton, La Ronge and Buffalo Narrows. These northern centres complement the seven BRCs in southern Saskatchewan which were established last year.

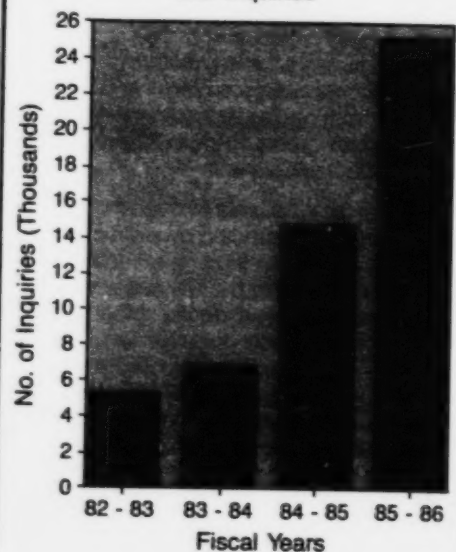
BRCs offer extensive libraries containing specific information on over 240 types of business plus information on sources of financing, market statistics and business ratios, most of which is immediately accessible by computer.

BRCs also provide for the decentralized promotion and delivery of department programs. They can function as a pivotal point between the client and business consulting firms, financial institutions and other government departments and agencies.

More than 25,000 requests for information and assistance were handled during the year. Over 10,000 of these related to planned openings or expansions. Nearly 6,500 were from the retail and service sectors. Approximately

Business Resource Centres

Total Inquiries



Business Resource Centres: Saskatoon



12,500 inquiries were information requests for financing assistance, both in planning and in getting access to various sources of financing or government support.

Women and Business Conference

A major two-day conference focusing on women and business was held in Regina in June. The conference, sponsored by the department, the Federal Business Development Bank, and the Saskatchewan Women's Secretariat, succeeded in attracting 325 registrants and drew enthusiastic responses from the participants. Ninety-eight per cent of them gave it ratings of good to excellent.

The conference was organized in recognition of the phenomenal growth in the number of women entrepreneurs in Saskatchewan and, for that matter, all of North America. A number of recent studies have shown that women are starting businesses at a rate of several times that of men and that the survival rate of those businesses is also much higher.

The conference appealed to three target groups: women already in business, those considering going into business, and career women in government and private companies. Sessions were held on such topics as evaluating business opportunities, developing business plans, marketing companies and products, managing stress, and dealing with financial institutions. Keynote speakers included author Caroline Bird, business consultants Moneca Litton, Kathy Casselman and Ratna Ray, and Regina realtor Frances Olson.

The success of the Women and Business Conference encouraged the organization of other conferences on the same theme in Saskatoon and Lloydminster. A second, more intensive Women and Business Conference was scheduled for Regina in May, 1986.

Programs and Services for Existing Business

Management

Commerce Student Consulting Program

The Commerce Student Consulting Program is a program of the College of Commerce, University of Saskatchewan in co-operation with the department. The program utilizes student consultants under the supervision of College of Commerce faculty, to provide assistance to small and medium-sized Saskatchewan businesses which would normally find it difficult to have access to business or management consulting services.

The program also provides a useful learning experience for commerce students by improving their potential as professionals upon completion of their education.

Revenue to fund the program is generated from charges to business clients for the consultants' time, with the department making up the shortfall in total operating expenses.

Prior to 1985/86, the program operated only during the summer months. In 1985/86, with additional financial assistance from the department, the College consulting service was able to operate year-round, thus doubling its capacity to accept small business clients.

Product Development Management Program

The Product Development Management Program is designed to assist small manufacturers to manage the product development process effectively. Clients under the program receive assistance with various product development activities, such as design, building and testing prototypes, market research and development.

The program is delivered by the Saskatchewan Research Council with

Women and Business Conference: Regina



funding provided by the department. For approved projects, the program assumes 75 per cent of the cost with clients paying the remaining 25 per cent.

The department had another successful year of funding such products as a wheelchair lift, an auto light control, grain augers, heaters for helicopters and golf machines.

Management Assistance Program

The Management Assistance Program is intended to upgrade the management skills of small business owners and managers and to encourage the growth of the province's small business consulting industry. Private professional consultants provide the service. The program has helped encourage the development of private small business consulting firms in the province.

In 1985/86, 686 businesses in 33 communities were served, bringing the total to 1,316 businesses in 60 communities since the program was introduced.

Marketing

Saskatchewan MADE Program

Introduced last year, the Saskatchewan MADE Program is designed to promote Saskatchewan content and to increase purchaser awareness through a co-ordinated effort to identify Saskatchewan products.

To the end of the fiscal year, 650 Saskatchewan manufacturers, service firms and craft producers had applied to use the logo. Approximately 2,600 Saskatchewan products are now being identified as Saskatchewan MADE.

A special Saskatchewan MADE Christmas promotion to encourage residents to buy Saskatchewan-made products as Christmas gifts was undertaken. It involved major sections in the Saskatoon *Star Phoenix* and Regina *Leader Post* which featured advertising

and editorial stories about Saskatchewan products.

Advertising to increase public awareness about the Saskatchewan MADE symbol and products was also run in transit shelters and on mall posters and transit bus exteriors. In co-operation with Image Creative Services, Yorkton and Prince Albert, the department produced a television series on firms featuring Saskatchewan MADE products.

An updated directory of Saskatchewan firms who have applied under the program was released in June and mailed to 10,000 Saskatchewan retailers. The *Saskatchewan MADE Consumer Products Directory* lists nearly 500 manufacturers, craftspeople and professional service firms along with their products and services.

The work of 40 of Saskatchewan's top craftspeople was featured in a three-day sale held in the Saskatchewan Legislative Building in October. Over 500 people were invited to attend, among them commercial gallery and select retail store operators, building interior designers or buyers of office furnishings, official gifts or retirement gifts.

A pilot project was undertaken at the Yorkton Farm and Leisure Show in April. Twenty Saskatchewan manufacturers at the show were grouped into an "avenue" to highlight the Saskatchewan MADE aspect of their products. The success of this initiative has led to the planning of similar avenues to be featured at 1986 shows in Yorkton, Regina and Weyburn.

Saskatchewan Manufacturing Opportunities Show

Saskatchewan Manufacturing Opportunities '86, sponsored by the department on an annual basis each February, attracted 36 exhibitors this year. The show provides a forum for manufacturers to meet with buyers from major corporations, public utilities and other organizations looking for new suppliers. The *Manufacturing Opportunities Catalogue* is produced following each show.

1 Management Assistance:
Needles and Pins

2 Sask products: Midwest Packers



Public Sector Purchasers

The second edition of the directory *Meet Saskatchewan's Public Sector Purchasers* was published in June in response to a need identified by Saskatchewan's manufacturers and suppliers. It was expanded and improved based on the many suggestions and comments returned on a questionnaire included in the first edition. Suppliers of goods and services have indicated that the directory is a valuable tool in reaching people who make purchasing decisions for schools, hospitals and the three levels of government.

Marketing Benefits Counselling

In June, 1985, the department sponsored three quality assurance seminars which attracted Saskatchewan manufacturers and service firms. The seminars were held at the Weyburn Oil Show and in Saskatoon.

The department also provided advice and assistance to small local contractors on how to compete effectively for tenders put out by large corporations and companies. Developers of specific projects were also encouraged to use the local contractors and trades through forming consortiums or joint ventures. As well, designers were encouraged to use Saskatchewan products in their projects. The department worked with Saskatchewan Economic Development and Trade to publish the book *How to Use Joint Ventures*.

Import Replacement

A data system on Saskatchewan manufacturers was launched. The system, which will contain 1,400 manufacturer profiles, will help match public and private sector procurement requirements with the products and capability of Saskatchewan companies. The information is an inventory of the personnel, machinery and plant employed by manufacturers in the metalworking, woodworking, plastics and computer industries.

Saskatchewan Farmers' Market Program

The department supports the development and growth of farmers' markets in Saskatchewan by providing assistance to the Saskatchewan Farmers' Market Association to enable it to carry on establishing and maintaining markets throughout the province. Through the association, the department provides individual markets, which are co-operatives, with start-up and marketing grants. The objective is to have markets self-sustaining within three years of their opening.

The 28 farmers' markets generate approximately \$1 million in earnings for hundreds of small vegetable, food and craft producers. They service producers who are too small to use alternative markets and provide important social and tourism benefits to their communities.

Financing

Small Business Interest Reduction Program

The Small Business Interest Reduction Program was implemented in May, 1985. The three-year program was designed to reduce interest costs and encourage business activity by stabilizing interest rates.

Benefits are available to any registered Saskatchewan small business, including industry, trade, service, retail, tourism or other commercial undertaking. The business must have its head office in Saskatchewan and have a total institutional debt of less than \$250,000 excluding loans for real property.

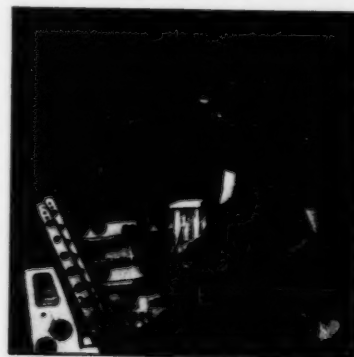
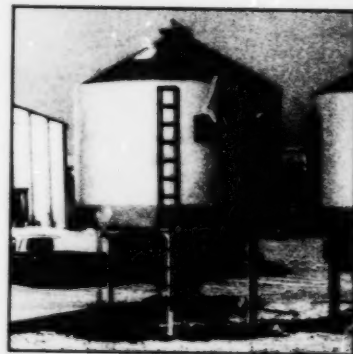
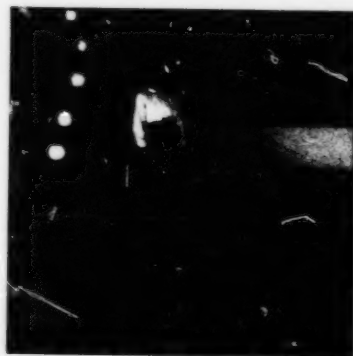
The maximum amount covered on a loan is \$50,000. The amount of annual interest reduction is based on the difference between the base rate of 9 $\frac{5}{8}$ per cent and the interest rate charged by the lending institution, subject to a ceiling of prime plus one per cent.*

Benefits are paid quarterly from the date of application approval to the termination date of either the program or the loan, whichever comes first.

1 Sask products: Prairie Star

2 Sask products:
Bader and Son Agri Products

3 Sask products: Michaud and Sons



Of the 6,206 applications received during the year, 5,513 were eligible and 98 were pending. Total benefits paid were \$1.47 million. An estimated 262 jobs were created and 23,521 jobs maintained.

* Improvements to the program announced in the 1986 Provincial Budget resulted in an increase from \$50,000 to \$100,000 in the maximum amount covered on a loan plus a lowering of the base rate from 9 $\frac{5}{8}$ per cent to eight per cent. These changes were effective March 27, 1986.

Business Programs and Services for Communities and Local Organizations

Community Economic Development

The department is responsible for the stimulation of new and/or expanded economic and business activity in smaller communities throughout Saskatchewan. Working with volunteer development committees, department personnel assist communities to undertake organized economic development programs.

Fifty-three towns in the 700 to 5,000 population range are now formally involved in the Community Economic Development Program. Founded on a self-help strategy, the program is demonstrating that smaller centres can have a positive influence on their economic future through organized economic/business development activities.

On entry into the program, members of town-appointed committees attend a two-day seminar to gain an understanding of the development process and to learn various techniques that can lead to increased business activity in their communities.

At the outset of their participation in the program, development committees undertake two major activities to set the process in motion. First, they seek broad community input by conducting a comprehensive consumer survey in their towns and surrounding areas. The survey covers all aspects of community life and lets consumers identify gaps in the existing business services that may provide potential new business opportunities. Second, a promotion oriented community profile is prepared and published. As an up-to-date statement of the community's economic and social resources, the profile is the main marketing tool in the community's quest for new business activity.

As a follow-up to the consumer survey, the department promotes the identified

Community Economic Development:
Wadena



business opportunities by advertising in selected Saskatchewan and Canadian publications. As reported by development committees to the end of the year under review, participating communities acquired 284 new or expanded businesses and services with an estimated 721 new jobs created. Development committees affected 138 of these businesses in which 413 jobs were created.

During the year, the department organized a special seminar on the topic, "Marketing Your Community." Conducted in three different centres, the one-and-a-half-day seminars had over 100 development committee members attend.

The department contributed a total of \$69,920 to the activities of development committees in 1985/86 which stimulated an additional \$50,500 being committed at the local level.

Towns participating in the Program:

Assiniboia	Maple Creek
Bienfait	Martensville
Birch Hills	Meadow Lake
Broadview	Naicam
Bruno	Nipawin
Canora	Outlook
Carlyle	Porcupine Plain
Churchbridge	Preeceville
Coronach	Radville
Davidson	Redvers
Esterhazy	Rocanville
Eston	Rosetown
Foam Lake	Rosthern
Fort Qu'Appelle	Shaunavon
Gravelbourg	Shellbrook
Hudson Bay	Spiritwood
Humboldt	Sturgis
Indian Head	Tisdale
Ituna	Wadena
Kamsack	Wakaw
Kerrobert	Waldheim
Kindersley	Watrous
Kipling	Whitewood
Langenburg	Wolseley
Langham	Wynyard
La Ronge	Leader

Community Profile Program

During the year, the department expanded its Community Profile Program to include virtually any community in the province that wants to

participate. Previously available only to communities over 500 in population, the service is now available to smaller centres in mini-profile format. Profiles were produced for 159 towns over 500 in population and for 188 smaller communities, including 14 northern villages.

The department has standing requests from over 200 public and private sector organizations for complete sets of profiles as they are produced. They are the only source of comprehensive community information published under one cover and are widely distributed across Canada.

Buy Locally Days Program

The purpose of the Buy Locally Days Program is to bring to the attention of Saskatchewan consumers the important role local businesses play in the life of their community and to encourage an understanding of the consumer's responsibility to patronize his/her local business community at every opportunity.

The week of November 4 to 9, 1985 was proclaimed Buy Locally Days in Saskatchewan. The department publicized the event through advertising in every newspaper in the province.

To stimulate participation at the community level, the department sponsored two contests:

1) Local Promotion Contest: for the most original and imaginative local promotion activity supporting the buy locally concept. Winners were:

In the under 400 population group:
First - Vanguard; Second - Zenon Park;
Third - Marcelin

In the 400 to 999 population group:
First - St. Walburg; Second - Redvers;
Third - Watson

In the over 1,000 population group:
First - Assiniboia; Second - Oxbow; Third - Carlyle.

2) Creative Writing Contest: on the topic "Why Should I Buy Locally?" Open to any permanent resident in a Saskatchewan community of less than 5,000, the contest offered a \$100 cash prize to the three top entrants. They were:

Mrs. Dorothy Armstrong, Star City
Mrs. Marg Calder, St. Walburg
Mrs. Laurel Dymytrow, Nipawin

Buy Locally Days: Award Presentations



Other Programs and Services for Business

Business Information

An extensive collection of research data and other information of interest to business people throughout the province is kept in the department's business library. The library also provides a document distribution service and operates a business information inquiry telephone service. During the year, 1,306 research inquiries were handled and 3,000 documents distributed to business people and their advisors.

The business library houses Community Files which contain information gathered from a variety of sources on specific Saskatchewan communities. During the year, it published the *Community Information Sources Bulletin* describing publications which include material on Saskatchewan communities.

Statistical packages for 14 different kinds of retail businesses were developed and distributed to over 6,500 retailers in the province.

During the year, the department produced and distributed program information in its bi-monthly newsletter. The newsletter has a circulation of 6,000 and is distributed to leaders in business, government and community organizations.

The department also prepared a special bulletin to celebrate Saskatchewan Business Week.

News releases and articles profiling Saskatchewan companies and products were prepared and provided to various business magazines and newspapers.

Regulatory Reform

In conjunction with the federal government, a study of the regulatory programs of business was conducted. By monitoring business complaints and interviewing businesses, an agenda of regulatory issues of concern to Saskatchewan business was developed. Proposals for improved handling of

business regulations with both the federal and provincial governments were developed.

In-Province Economic/Business Development Campaign

During the year, the department, with Saskatchewan Economic Development and Trade and Saskatchewan Science and Technology, undertook a co-operative media campaign. The objectives were to enhance public understanding of why business is important, why the government develops business support programs and what resources are available to the general public and business people.

The advertising focused on co-operation between government and business in business development, the position of government as a supportive body and government encouragement of entrepreneurial activity.

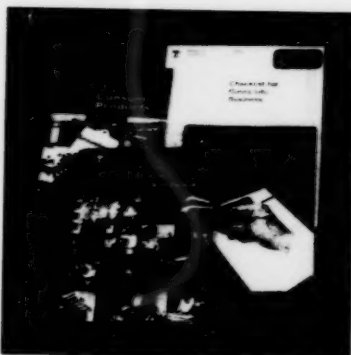
Business Advisers

Lawyers, accountants, consultants and bankers are major suppliers of information and advice to small business. To assist business advisers, the department developed several publications including, *Business Ratios for Small and Medium-Sized Firms in Saskatchewan*, *Bibliography of Kind of Business Publications*, *Directory of Government Programs and Services* and *Venture Capital Corporations: Guidelines for Businessmen and Investors*. A direct mail campaign to business advisers informed them of these publications.

Culture and Communication Study

During the year, the department participated with various other interested government departments and agencies in an steering committee to undertake a major study of the economic potential of culture and communications in Saskatchewan. Funding was provided by the department out of the Economic Regional Development Agreement. The study is expected to be completed in late 1986.

Department Business Publications



Department Administration

Department Support

Effective April 1, 1985 processing responsibilities for accounting, property and mail and records were transferred to Saskatchewan Supply and Services. This move was initiated as an adjunct to the transfer of personnel functions to that department in 1984/85 as part of a pilot project to decentralize personnel services from the Public Service Commission.

Major activities in support of department programs centered on the development of a computer system for the Small Business Interest Reduction Program and completion of the sale of the Forestry Division of the Northern Economic Development Revolving Fund to Northern Forest Operations Ltd.

The Employees' Advisory Members (TEAM)

A special department committee formed in January, 1985 had a busy year of activities in 1985-86. The Employees' Advisory Members, or TEAM, as it is more popularly known, has representatives from all employee groups and branches. Its mission is to improve the quality of life in department workplaces, and to enhance productivity of the department.

TEAM circulated questionnaires and issued several newsletters on employee concerns. It formed an Occupational Health Committee to consider such questions as smoking in the workplace (boardrooms were subsequently designated non-smoking areas) and video display terminals (anti-glare shields were installed).

TEAM was also active in department orientation programs. The committee prepared a comprehensive orientation

kit which provided a valuable introduction to department/government policies and procedures for new employees. A "Who Does What" directory was published, listing the specific responsibilities of all department employees.

A "Who Does What" exercise of a different sort occurred at the inter-branch meetings which TEAM scheduled during the year under review. Each meeting involved two or three branches and allowed staff to get details first-hand about the work projects of individual employees and about the programs, activities and concerns in other areas of the department.

Perhaps TEAM's biggest task was the co-ordination and organization of the department's first staff conference. This meeting was scheduled for April, 1986.

TEAM



Tourism

Introduction

Tourist expenditures in 1984 in Saskatchewan by residents and non-residents were approximately \$1.012 billion. Of this, over 77 per cent was expended by Saskatchewan residents, 17 per cent by residents of other provinces and over six per cent by residents of other countries.

Tourism generates about 23,000 person-years of employment in businesses where tourists spend their money. In addition, 8,000 person-years of employment are stimulated in businesses other than those where tourist expenditures occur, such as restaurant supply businesses.

The department attempts to influence travel in Saskatchewan for pleasure and for business. In 1984, tourists travelling for pleasure spent over \$291 million; convention and meeting travel expenditures for Regina and Saskatoon were \$32.5 million.

The three major product areas stressed by the department in developing and marketing Saskatchewan tourism are General Touring, or leisure and vacation travel; Adventure Travel, or travel involving sport fishing, canoeing, and hunting, etc.; and Business Travel, or travel involving meetings, conferences and conventions.

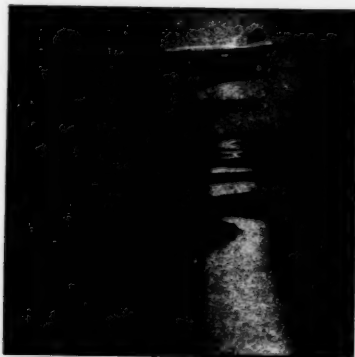
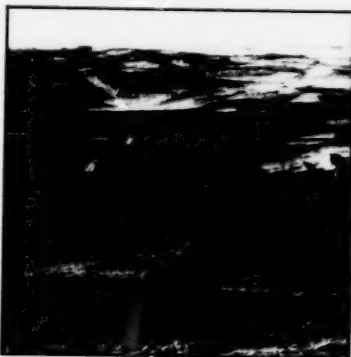
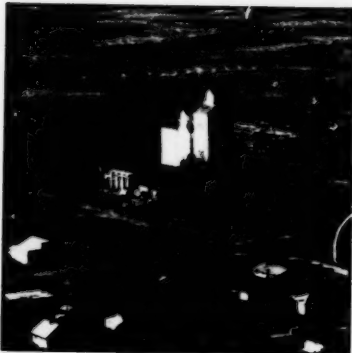
Tourism Objectives

The department has five major objectives to effectively develop and market Saskatchewan's tourism product. They are:

1. To provide the travel industry and consumer with a positive image of the province as a desirable vacation destination;
2. To stimulate private sector marketing and development initiatives;
3. To ensure that a good quality, competitive Saskatchewan vacation

product is available for sale in the marketplace;

4. To ensure that adequate data exist which will improve decision-making in marketing and tourism development, and
5. To upgrade the level of service and management/employee attitudes within the hospitality industry.



Development Programs and Services for the Tourism Industry and Communities

Tourism Development Counselling

A major role of the department is the counselling of tourism operators, communities and potential investors or tourism developers. Clients are guided through the approval and review process of government and are provided with market data and information on various assistance programs. They are also helped with submissions to lending institutions and directed to other departments and agencies for technical assistance.

During the year, the department handled over 1,900 client inquiries and staff actively worked with over 200 clients.

Some examples of projects which received department counselling were: an accommodation complex proposed for northwest Saskatoon; the Ochapawace ski resort, and Canadian Wilderness Adventures houseboats at Lac la Ronge.

Production was started on two 1986-87 publications, the *Tourism Business Development Guide and Planning, Organizing and Evaluating an Event in Saskatchewan*. Both of these are patterned on the successful *Starting a Business in Saskatchewan* guide.

Canada-Saskatchewan Subsidiary Agreement on Tourism

The department has been responsible for all aspects of the Canada-Saskatchewan Subsidiary Agreement on Tourism since its signing in November, 1984.

Working with senior management of the federal Department of Regional Industrial Expansion, the department reviews, evaluates and recommends

projects under the three major program areas of the agreement: product development, marketing enhancement and support to industry.

During the year, 56 applications for assistance were received from private sector sources. Of these, 25 were approved and 23 were under review at the end of the fiscal year.

Under the product development area, 14 projects were approved representing a total investment of \$10.5 million and 165 jobs. Contributions to this economic activity by the provincial government were \$580,000 and by the federal government \$2,785,000.

Seven projects were approved in the marketing enhancement area representing a total commitment of \$783,600, of which the provincial government will contribute \$471,700 and the federal government, \$311,900.

Support was provided to four industry organizations for marketing activities, organizational support and the Saskatchewan Host Program. Total cost was \$650,000 with the federal and provincial governments contributing an equal share.

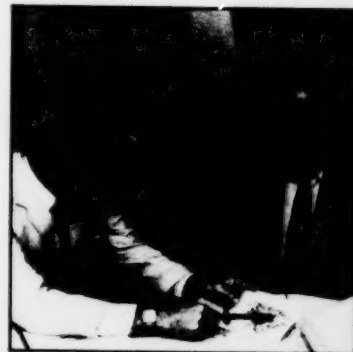
In addition to these private programs, eight provincial and federal government projects and activities were undertaken representing \$2.15 million. Of this total, \$1.7 million was used by the department primarily for the construction of three visitor reception centres and for marketing initiatives.

Some of the projects proposed under the agreement included: construction of cabins for the disabled by Northern Lights Lodge, a study on expanding the Duck Lake Museum as well as working on a community tourism plan, a licensed dining room for Kenosee Gardens, construction of a destination resort at McGibbon Bay by Canadian Wilderness Adventure, construction of events facilities for the Big Valley events at Craven and accommodation facilities construction at Duck Mountain Provincial Park.

Saskatchewan Host Program

In co-operation with the tourism industry through the Hospitality Industry Training

*Tourism Development:
l to r, John Spicer, Ian McGillp*



1 Duck Mountain Provincial Park

2 P.A. National Park

3 Tourism Conference: Regina



Council of Saskatchewan (HITCOS), the department revised the Saskatchewan Host Program so that it could be made available to all communities in Saskatchewan. The department contracted HITCOS to deliver the program and produced all the printed support materials.

The program involves hospitality training seminars held in communities throughout the province. During the year, 154 seminars were held in 143 communities. A total of 3,100 employees and employers participated in the seminars which were conducted by 34 instructors. All instructors were from the hospitality industry.

Tourism Statistics and Planning

The department co-ordinates the provision of market data and statistical analyses to support client counselling. In addition, strategic planning, specific project studies, opportunity profiles and the production of "How To" manuals are co-ordinated.

Some projects undertaken in the area of statistics and planning during the year included the following: co-ordination of tourism studies for Duck Lake and Moose Jaw; opportunity profiles, including a vacation ranch, a dude/guest ranch, and a rural historic/natural canoe tour; and development of an action plan for Fort Carlton-Batoche.

Private Investment in Parks

The department reviews, evaluates and provides recommendations on solicited and unsolicited private sector proposals for tourism operations in the provincial parks for Saskatchewan Parks and Renewable Resources. The department also places newspaper advertisements directed at the private sector respecting selected tourism development opportunities in certain parks.

During the year, nine solicited private sector opportunities were successfully tendered. These projects represent 144 jobs and \$4.5 million in investment.

A total of 51 unsolicited private sector

proposals were evaluated with 18 being approved. They represented an estimated 25 jobs and \$300,000 in investment. Some of the approved projects included accommodation facilities at Duck Mountain Provincial Park; waterslide complex, golf course improvements and laundry at Moose Mountain Provincial Park; marine services at Elbow Harbour; golf course improvements at Valley Centre, and store and fast food services at Battiefords Provincial Park.

Tourism Conference/Industry Co-ordination

In October the department and the Saskatchewan Tourism industry held an important, possibly historic, tourism conference in Regina. Under discussion by the more than 250 participants was the tourism industry itself and its future direction.

The Partners for Progress — Saskatchewan Conference on tourism featured workshops on hospitality training and tourism development as well as panel discussions of various industry topics and speeches by tourism leaders in industry and government. The presentation central to the conference was that of the report of the Minister's Task Force on Tourism, which had been struck in early 1985 to look at industry organization and related concerns. The task force concluded after extensive consultations that an industry-wide, private sector tourism association was needed to encompass all sectors of the industry and all areas of the province.

The task force's recommendation that a central tourism association be formed to advance common industry concerns was enthusiastically endorsed by the conference participants. The department's minister acted quickly on the recommendation, appointing a steering committee at the conference to develop an organizational structure for the new association. He also committed seed funding from the Tourism Sub-Agreement of at least \$150,000 for the association's start-up costs and first-year operations.

The steering committee held several meetings during the latter half of the

fiscal year. One of its decisions was a name for the proposed organization: TISASK, or the Tourism Industry Association of Saskatchewan.

Programs and Services for Marketing Saskatchewan Tourism

Direct Sales

The department sold Saskatchewan's leisure travel products in more consumer travel shows than ever before. Major shows were attended in Regina, Calgary, Edmonton, Winnipeg, Thunder Bay, Toronto, Ottawa, Montreal, Saskatoon, Chicago, Kansas City, Minneapolis, Omaha, Denver, San Francisco, Minot, Anaheim and Dallas.

Representatives from Saskatchewan's cities and tourism industry sectors were participants in the primary market General Touring Sales Missions organized by the department. These included Minot, Bismarck and Williston in North Dakota and Great Falls in Montana.

A group fishing sales mission to California by the Northern Saskatchewan Outfitters Association, the department and Frontier Airlines in January resulted in increased fishing interest and an awareness of Saskatchewan as an adventure travel destination.

Product-testing and destination tours for travel trade representatives and influencers were again offered by the department in co-operation with Tourism Canada, airlines and the private sector to increase general touring and fishing/adventure travel traffic. Greater precision in the selection of influencers and travel trade representatives has resulted in more return business from these contacts.

Group travel was encouraged by department participation in the National Tour Association Marketplace in Reno, Nevada; the American Bus Association Marketplace in Kansas City, Missouri, as well as trade marketplaces in Toronto and Edmonton.

Rendezvous Canada, a Canadian marketplace for national and international buyers, was held in Edmonton with Saskatchewan's participation co-ordinated by the department.

1 *Rendez-vous Canada*

2 *Northwest Sport Show: Minneapolis*



Conference Marketing

The department organized and co-ordinated the largest group of exhibitors among all Canadian provinces to participate in the Institute of Association Executives marketplace held in Montreal in 1986. The venture was very productive in terms of interest generated in meeting/convention potential of Saskatchewan's major centres.

Private sector involvement in the Canada Calling marketplaces in the United States was arranged with Tourism Canada. In addition, the department worked with the private sector in planning and expediting direct sales and marketing activities. A first step was to build a research reporting system on convention volume in Saskatchewan.

Advertising of Saskatchewan as a meeting/convention destination continued throughout the year. Full-colour, large space advertisements were placed in Canadian and American trade magazines for meeting planners and association executives. More than 210 inquiries were generated from organizations and individuals interested in Saskatchewan's meeting/convention facilities and services. As well, a survey of association executives was initiated to determine the influence of advertising on choosing a meeting/convention destination.

Package Tour Development and Marketing

Bear hunting packages resulted in hunting traffic for the northern outfitters in the off-season periods. These packages offer a northern wilderness adventure and assist Saskatchewan Parks and Renewable Resources in managing the bear population.

Two video tape productions on bear hunting were produced for the department by a Saskatchewan filmmaker. One tape advises northern outfitters on how to outfit for bear. The other promotes bear hunting in northern Saskatchewan for use in direct selling efforts.

Other adventure package tours that have been developed by the private

sector with assistance from the department include fishing, canoeing, goose hunting, houseboating, wagon trekking, and white-water rafting.

The department worked with local motorcoach companies and tour operators to encourage the development of tour packages offering one and multi-day motorcoach tours in the province. These operators made direct contact with organizations to encourage this type of travel.

A unique invitation encouraging motorcoach operators to learn about the Saskatchewan product through a familiarization tour was developed and produced by the department. The customized invitation provided a personalized cassette tape message encased in birchbark. As a result of the invitations, four motorcoach operators were hosted on a summer familiarization tour which included Saskatoon, Prince Albert, a farm vacation, historic sites, a folk festival, a drive-in fishing camp and other attractions and facilities. A substantial increase in additional motorcoach tours to Saskatchewan resulted from participating operators.

As well, full-colour advertisements were placed in two major American motorcoach trade magazines; and a newsletter aimed at motorcoach tour operators in the United States and Canada was distributed.

During the year, the department produced its first *Adventure Tour Catalogue* which will assist in marketing Saskatchewan's adventure package tours to tour wholesalers and travel agents.

Tourism Marketing Assistance Program

The role of the Tourism Marketing Assistance Program (TMAP) is to enhance tourism marketing activities of non-profit organizations and their communities. TMAP provides assistance up to a maximum of 50 per cent of the cost of new or additional promotional activities to attract visitors from outside a 100-kilometre radius of the event or attraction.

Tourist bureaux, chambers of

1 ASAE: Chicago

2 Tour Development - wagon trek



commerce, cultural associations and other groups are eligible for support. During the year, 70 projects qualified for assistance, with funding totalling more than \$300,000.

Creative Consultation

Ongoing creative consultation is provided by the department to Saskatchewan communities and organizations that wish assistance in effective marketing of their attractions and events. During the year, Melville, Moosomin, Hudson Bay, Leader, Gravelbourg, Foam Lake, Carlyle, Bienfait, Yorkton, and Weyburn as well as the Waterhen Lake Resort received creative assistance on a variety of projects.

General Touring and Adventure Travel Advertising and Promotion

A multi-media general touring advertising campaign delivered to Ontario, Alberta, Minnesota, Montana and North Dakota markets was initiated in March, 1985 and continued through June 30, 1985. High visual impact media of television and magazines were used, including *Maclean's* and *Reader's Digest*. In total, this campaign generated 12,000 inquiries.

In addition, a multi-media summer travel campaign was directed to Saskatchewan residents. The newspaper insert realized more than 4,000 coupon requests for further information, compared to 3,000 last year.

In May and June, 1985 an in-province newspaper and radio tourism awareness campaign was initiated by the department. Its objective was to emphasize to the general public the value of tourism as an economic generator and to encourage hospitality to our visitors.

Feature travel articles on Saskatchewan attractions and events were prepared and distributed to various regional, national and international publications.

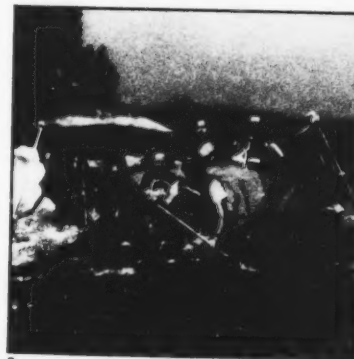
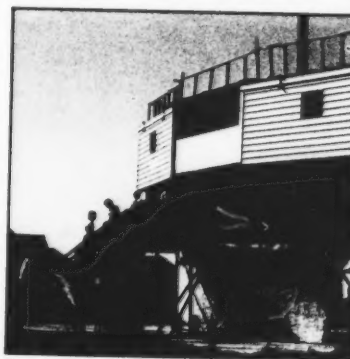
Under the Canada-Saskatchewan Subsidiary Agreement on Tourism, planning was initiated for two co-operative advertising campaigns between the department and the Saskatoon/North Battleford region, and the Regina/Moose Jaw region. The campaigns were designed to supplement provincial television and magazine advertising scheduled to occur from April to June, 1986. Program elements included a tabloid newspaper insert combining individual business ads and feature articles in selected North Dakota and Montana markets and radio commercials featuring specific attractions and tourist services.

To assist Esso Canada with an in-province Heritage Year contest/program during the summer, the department

1 General Touring:
Willow Bunch Museum

2 General Touring: Duntanen

3 Adventure Travel: Churchill River



provided the company's service stations throughout the province with "Shine On Saskatchewan" decals.

"Sunspirit Saskatchewan", a travel film whose production began in 1984, premiered in Regina at the Saskatchewan Centre of the Arts in July, 1985. It was subsequently shown at special screenings in various Saskatchewan communities. Primarily intended for distribution in markets outside Saskatchewan, the film lays out the welcome mat for potential visitors and gives the audience a taste of the variety, warmth and vitality of the province.

The Saskatchewan-produced film received a Golden Sheaf Award as the Best Commercial/Promotional production against national competition at the 21st Yorkton Short Film and Video Festival in November. Two international awards have also been received, including a Theodore Roosevelt "Teddy" award, tying with a film on Hawaii in the Best Outdoor Travel Adventure category at the 23rd annual National Outdoor Travel Film Festival in Michigan, and the first place award as the best foreign travel film by a government agency at the 18th annual International Travel Film & Video Festival in Anaheim, California.

The 24-minute film was formatted for half-hour television time slots and previewed during prime time in Saskatchewan in September, 1985. It has received widespread international distribution in film and video formats including versions in French and German.

The department used footage from the film to produce new tourism ads and handled numerous requests for use of footage from outside agencies. The footage is provided at no cost to organizations which promote tourism in Saskatchewan. In addition, the department is a major source of photographs for advertising agencies, other departments, tourism bureaux and other organizations.

A weekly report on "What's Happening in Saskatchewan" was provided to the CBC's national weekly radio program, "Basic Black". Local events and attractions throughout the province were promoted in the report.

The department produced all the Saskatchewan travel literature required for the information centre at Saskatchewan's pavilion at Expo '86 in Vancouver. It also provided assistance in the design of the pavilion information centre. Ambassador Program print materials were provided to people attending the Saskatchewan reunion in April, 1986. As well, a training seminar for the staff of the Saskatchewan pavilion was organized and presented by the department.

A new advertisement for general adventure products, including canoeing, hiking, camping, white-water rafting and sport fishing was placed in eight Canadian outdoor consumer magazines.

In co-operation with 14 outfitters, the department prepared a three-page feature promoting sport fishing in northern Saskatchewan. The feature was placed in three issues of *In-Fisherman Magazine*, a high-quality U.S. sport fishing magazine.

Another co-operative project, between the department and Norcanair, was the placing of a display sign in the Minneapolis International Airport promoting northern fishing in Saskatchewan and Norcanair's direct flights.

From May to August, 1985, the department sponsored a radio promotion on the *In-Fisherman* radio show network of more than 500 U.S. radio stations. The promotion involved direct reports on northern Saskatchewan fishing conditions and the "Let's Go Fishing Saskatchewan" radio sweepstakes. The contest netted the department 12,000 entrants' names to use in a direct mail promotion. The winner's prize was a six-day trip for two to a northern Saskatchewan fishing camp in July 1986. The trip will be filmed for an *In-Fisherman* television special during the winter of 1987. The "Let's Go Fishing Saskatchewan" sweepstakes was also promoted with full-page ads in *In-Fisherman Magazine* and point-of-purchase display material in sporting goods stores and selected U.S. auto clubs.

Another special promotion, the Babe Winkleman Fishing Safari, offering a trip

1 Advertising: Lorraine Garratt

2 Department Tourism Ads



for two to a northern Saskatchewan fishing camp, occurred from January to May, 1985. Partners in this campaign were the fishing camp and Norcanair, which provided transportation for the winners. The campaign was promoted through the Babe Winkelman television show and in True Value hardware stores throughout the United States and into Canada.

The planning for and tendering of a new northern fishing film was undertaken during the year. To be completed in November of 1986, the film will be used as a marketing tool promoting northern fishing and will complement the general travel film, "Sunspirit Saskatchewan".

Media Analyses and Conversion Studies

A significant activity of the department during the year was to measure and evaluate the cost/benefit of its general touring and adventure travel campaigns. Written inquiries, including letters, on-page coupons and business reply cards were analyzed to determine performance of the ads in individual magazines and newspapers.

Results of the analyses were used to select the media which provided the best response at the most efficient cost for future advertising programs.

A survey included in business reply cards that accompanied Saskatchewan tourism advertising in five magazines showed that 55.7 per cent of the respondents planned to visit Saskatchewan in 1986.

Conversion studies were also undertaken to determine the return on the advertising dollar invested using data received from all written inquiries generated from media advertising. These studies provided information on how many inquirers actually travelled to Saskatchewan and the amount of money they spent in the province. More than 67 per cent of general touring inquirers who took a vacation trip travelled to Saskatchewan.

Tourism Saskatchewan

The department's travel information

services unit's main purpose is to serve the travelling public. The demand is generated by the general touring, adventure travel and business travel program areas. Travel counselling and information services to the public are provided in order to attract more first-time visitors, influence as many visitors as possible to stay longer and influence Saskatchewan residents to vacation within the province.

Expansion of the Tourism Saskatchewan toll-free telephone lines for Canadian and American markets has resulted in a significant increase in telephone inquiries. Telephone inquiries from Canada were up 133 per cent from 1984 to 1985. Phone inquiries from the United States increased by 145 per cent over the previous year.

Total tourist inquiries in 1985 were 70,729 compared to 76,602 in 1984. The reason for the apparent drop was that 1984 totals included a major Tourism Canada summer advertising program which generated 14,101 names referred to the department. This program was not repeated in 1985. Adjusting the figures accordingly, 1985 total inquiries increased by 13.2 per cent over the previous year. Inquiries from within Saskatchewan were up 4.3 per cent over 1984.

Over one million pieces of printed travel literature were distributed in response to inquiries.

Visitor Reception Centres

Visitor reception centres are part of a program of traveller servicing and hospitality. The primary roles of these centres are to present a favourable image of the province, to welcome and counsel visitors and to provide promotional support to the tourism industry by influencing travel decisions made by visitors and residents.

During the year, at department-operated visitor information centres, vehicle counts and party registrations numbered 28,595, compared to 32,499 in 1984.

A government construction program resulted in a new visitor reception centre at the Manitoba/Saskatchewan border

Tourism Saskatchewan: Michelle Wirl



on Highway No. #1 being completed during the year to serve the many people travelling west to Expo '86 during the 1986 travel season. New centres at Maple Creek and Langenburg were scheduled for opening in May, 1986.

Travel Publications

This year, the computerized publication automation process, implemented in 1984/85, resulted in the earliest ever completion of the department's travel literature series. The department was therefore able to service travel inquiries more efficiently. It was also able to be more competitive at winter travel trade shows with up-to-date information to display and distribute.

The following publications comprise the main body of the travel literature series and are distributed through Tourism Saskatchewan free of charge:

Great Saskatchewan Vacation Book: the official travel guide of Saskatchewan. A comprehensive, full-colour guide to vacation fun in the province of sunshine and opportunity.

Accommodation Guide: a comprehensive directory of communities, hotels/motels, parks, campgrounds, lakeside accommodation and vacation farms.

Outdoor Adventure Guide: a directory of fishing, hunting and canoeing outfitters, supplemented with colourful information about all the adventure opportunities in Saskatchewan.

Saskatchewan Events: a descriptive listing of Saskatchewan events including dates and locations covering the spring/summer/fall period.

Saskatchewan Winter: a listing of where to cross-country and downhill ski, snowmobile, ice-fish or participate in other sports and special winter events.

Department Tourism Publications

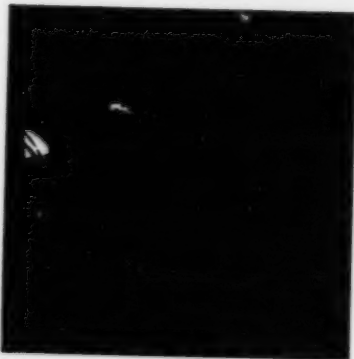


Table 1
Special ARDA Program

SUMMARY

	1985-86	1984-85	1983-84	1982-83	1981-82	1980-81	1979-80	1978-79
Applications	South 17							
Approved	North 15	14	32	1	56	36	17	13
Approved Grants								
T & SB & DRIE	South 1,011,793							
	North 870,188	570,917	827,473	178,150	2,098,855	1,563,499	533,019	276,078
Total Expenditure by Applicants	South 2,058,611							
	North 1,947,562	1,801,694	1,192,791	440,770	4,198,759	1,870,324	1,117,848	554,325
Estimated Jobs Created	South 28							
	North 32	30	33	6	89	54	40	44

Table 2
Northern Revolving Fund

	#	#	#	#	\$
Active	Fishing 175	Trapping 33	Commercial 121	Total 329	Total 5.80 million
Repaid	606	152	277	1035	14.60 million
Repossessed	2	1	11	14	0.65 million
Written-off	104	102	97	303	1.26 million
Pending					
Write-Off	60	42	43	145	1.27 million
Inactive	57	54	73	184	3.17 million
	1004	384	622	2010	26.75 million

As a result of an intense collections policy implemented during this year, cumulative revenue figures grew to \$2.76 million, nearly double the figure for the previous year.

Tourism And Small Business Expenditures By Subvote Fiscal Year 1985 - 1986

Administration	\$ 773,743
Regional Services	1,859,255
Community Economic Development	278,639
Communications	3,852,194
Tourism Development	194,006
Grants for General Business & Tourism Development	200,935
Employment and Development	58,194
Industrial Technical Assistance	59,291
Mainstreet Program	6,965
Small Business Interest Abatement Program	2,839
Northern Business Development	3,044,805
Grants for Northern Economic Development	167,990
Saskatchewan Marketing Benefits	380,210
Business Information and Research	608,022
Financial Assistance Administration	1,171,620
Tourism Marketing	1,309,004
Grants for Tourism Marketing Assistance	488,176
Grants to Tax Exempt Bodies under the Venture Capital Tax Credit Program	1,260,000
Total - Tourism and Small Business	<u>\$15,715,888</u>
To Provide for A Net Expenditure (Recovery) of (From) the Northern Saskatchewan Economic Development Revolving Fund	<u>(4,880,975)</u>
NET EXPENDITURES	<u><u>\$10,834,913</u></u>